

School of Government

PUBL 302 MANAGING THE PUBLIC SECTOR

Trimester 2, 2015

COURSE OUTLINE

Names and Contact Details

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Trimester Dates

Teaching Period: Monday 13th July – Friday 16th October
Study Period: Monday 19th October – Thursday 22nd October
Examination Period: Friday 23rd October – Saturday 14th November (inclusive)

Withdrawal from Course

1. Your fees will be refunded if you withdraw from this course on or before Friday 24th July 2015.
2. The standard last date for withdrawal from this course is Friday 25th September. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an 'Application for Associate Dean's Permission to Withdraw Late' form including supporting documentation. The application form is available from either of the Faculty's Student Customer Service Desks or [online](#).

Class Times and Room Numbers

Lecture:	Wednesdays	12:40-2:30	OGB LT3
Tutorials:	Thursday	9:30-10:20	RWW 311
	Thursday	2:40-3:30	RWW 311
	Friday	9:30-10:20	RWW 311
	Friday	11:30-12:20	RWW 311

Course Delivery

This course will be delivered through one 110-minute lecture, and one 50-minute tutorial each week.

The *lecture programme* appears on pages 4-5 of this course outline and comprises a mix of theory and practice lectures, guest speakers and (time permitting) large group seminars. This means there should be opportunities for discussion during most lectures. The lecture programme may vary slightly to accommodate the availability of guest speakers or to enable topical issues to be addressed.

The *tutorial programme* appears on pages 6-7 of this course outline and comprises a mix of small group seminars to promote interactive discussion and debate, and workshops set aside for group-based assessment work. Tutorials will focus mainly on a specific topic or issue arising from previous weeks' lectures that deserves further exploration. Tutorials are not lectures and lecture will not be given.

Expected Workload

The expected workload for this course is approximately 200 hours. You are expected to undertake on average between three and four hours of self-directed study per week for each contact hour. This course has three contact hours per week. Therefore, the expectation is that you will be investing *no less than twelve (12) hours per week, inclusive of class time*. It is important that you read the material assigned for each weekly class in advance of class discussion.

Prescription

A survey and comparison of government management reforms to promote greater transparency and efficiency, and to redefine the relationship between the state and its citizens across a range of countries.

Course Learning Objectives

This course is an introductory survey of management in the public sector. Public management – along with public administration and governance – is largely about the *technique* of government and seeks to answer questions such as: How should government be organised to deliver services? On what basis should policy be decided and resources allocated? How can the community know whether resources are used efficiently, or that services are achieving what was intended? But public management is also inherently *political* because these technical questions about structure, process and roles are about the way authority is (or should be) exercised and accounted for by Ministers and public servants: almost invariably there is no *one* best way to organise government. It is therefore also about power, integrity and the relationship between state and citizen.

This course will use the Westminster democracies (chiefly New Zealand and the UK, but also Canada, Ireland and the Australia) as a reference point for examining developments in the theory and practice of public management, as well as for undertaking comparisons with developments in other political systems. Prominent international organisations – notably the Organisation for Economic Cooperation and Development (OECD) – have been at the forefront of international ‘benchmarking’ in public management, and the course will encourage you to use this international literature to contextualise current approaches to managing in the public sector, and to critically analyse the key ideas and actors that have driven reform.

Most students enrolling in this course will be candidates for the BA and/or BCA degrees. There is a set of learning and teaching Major Attributes for students completing a BCA major in Public Policy. The following table explains what you can achieve by successfully completing this course, and shows how these objectives relate to the relevant Major Attributes.

LEARNING OBJECTIVES By studying PUBL 302 you should be able to:	PUBLIC POLICY MAJOR ATTRIBUTE (MA) The learning objective relates to these MAs:
1. Explain key elements, including public accountability and ethical requirements, that differentiate public from private management	MA2: Demonstrate an understanding of the influence of political ideas and philosophies, and of constitutional and political institutions on public policy MA12: Demonstrate an understanding of the significance of ethics and accountability in the study and practice of public policy
2. Explain key developments in public sector management within the Westminster democracies	MA7: Apply the comparative method to policy analysis, and identify insights that might be drawn from other policy jurisdictions MA2, MA12
3. Explain the key legal and institutional arrangements that govern financial and human resource management in the public sector	MA2, MA12
4. Explain and evaluate key theories of public management and politician-bureaucrat relations in the context of current practice	MA2, MA7, MA12
5. Explain and evaluate the key features of performance-based management in the public sector	MA6: Judge the relevance and importance of evidence in policymaking MA12
6. Explain the wider political context of public sector reform and evaluate the merits of different approaches to organising and managing the public sector	MA8: Judge and articulate the relevant criteria that might be used in assessing the advantages and disadvantages of particular policy options MA2, MA12

Course Content

Lectures

(N.b. order of lectures may be subject to change)

WEEK	DATE	LECTURE THEMES
One	15 July	Thinking critically about the state and the public sector
<p>This session will do three things: (1) introduce PUBL 302 and deal with the housekeeping; (2) look at some of the ways in which we can and do think critically; (3) identify some key aspects of the state and public sector that will form the basis for the rest of the course.</p>		
Two	22 July	The New Zealand experience of public management
<p>There is a great variety of experience in PUBL 302 so this session aims to bring everybody up to speed. This session will delve more deeply into the concepts from the previous lecture and look at the development of public management from early bureaucratic administration, through the New Public Management 'revolution' up to outcomes based approaches.</p>		
Three	29 July	New Public Governance in New Zealand
<p>This session picks up directly from last week and assesses the current state of New Zealand. It will look at the concept of governance and ask whether or not recent approaches are innovative or simply 'old wine in new skins'. It will also look at the concept of evidence-based management and policy, and whether this has produced a coherent set of ideas or simply 'New Public Eclecticism'.</p>		
Four	5 August	The changing role of the citizen: client; customer or co-producer?
<p>This session seeks to reconcile all of the previous perspectives by looking through a different lens: that of the role of people. It will suggest that citizenship has changes and that different approaches to public management rely on different views of what citizens should, or should not be. In particular it will look at the role of co-production and community management.</p>		
Five	12 August	The changing role of organisations: local government; NGOs; and hybridization
<p>This session develops the themes from week four to look at the range of organisations that public managers now work with: from public-private-partnerships (PPPs) to collaboration. It builds on the ideas of co-production and looks at when we need to work with external agencies. This session will include a guest discussion from Ros Rice, Executive Officer for <i>Community Networks Aotearoa</i>.</p>		

Six	19 August	Thinking strategically in New Zealand public management
This session will introduce the concept of strategy and will critically analyse both the foundational ideas of strategy and its application in the New Zealand context. It will also discuss the importance of restructuring to the New Zealand public sector and public service and ask whether or not some of this activity may ultimately have been self-defeating.		
Mid- Trimester Break	24 August – 8 September	No Lectures
Seven	9 September	Thinking strategically about Public Value
This session will look at Mark Moore’s concept of ‘public value’ how it has been defined and what – if any – successes it has had. It will investigate whether or not the concept is applicable in a New Zealand context and how this ties in with strategy and structure.		
Eight	16 September	Thinking strategically about Performance
This session will look at the rise of performance management and measures as an outcome of the move towards increasing Managerialism in the New Zealand public sector. This session will include a guest lecture by Professor Evan Berman		
Nine	23 September	Thinking strategically about new approaches: eGovernment
This session will be a guest lecture by the very distinguished Karl Lofgren who will offer an overview of the benefits of eGovernment as well as some of the myths that surrounds it. He will illustrate his lecture with examples form his own extensive research and apply these to the New Zealand context.		
Ten	30 September	Thinking strategically about Integrity
This session will look at the ‘governance triumvirate’ of accountability, transparency and integrity. It will draw on recent research on New Zealand’s <i>National Integrity System</i> and also explain how this fits into the latest international developments, notably the <i>Open Government Partnership</i> , as well as looking at flaws in accountability using cases such as the Pike River tragedy.		
Eleven	7 October	Thinking strategically about thinking: narrative, myth and criticality
This session looks back broadly at what we think we know and what we think we can know about public management. It is an opportunity for you to reflect on the types of knowledge and skills we have tried to develop throughout the years and will lead us down some unusual avenues of thought.		
Twelve	14 October	Course review and revision
This session is dedicated to reviewing the course and preparing you for the exam. There will not be any element of the exam that has not been covered by the course at some stage (whether in lectures or tutorials) so this is an opportunity to sit back and refresh your knowledge, while asking any questions that you feel have not been fully addressed as yet.		

Tutorials

(N.b. order of tutorials may be subject to change)

IMPORTANT NOTICE: Tutorials are not compulsory in PUBL 302 so it is essential that you turn up well-prepared and prepared to participate. Tutorials are NOT lectures and rely on your participation and discussion.

WEEK	TUTORIAL TOPIC
One 16&17 July	No Tutorials
Two 23& 24 July	Is public management real?
<i>Required Reading</i>	Matthew Stewart. 2006. 'The Management Myth' <i>The Atlantic June 2006</i> Available http://www.theatlantic.com/magazine/archive/2006/06/the-management-myth/304883/
Three 30&31 July	Is New Zealand's current approach to public management coherent?
<i>Required Reading</i>	Special Issue 2012 <i>Policy Quarterly</i> Vol 8, n. 3 Available http://igps.victoria.ac.nz/publications/files/cd543b91a82.pdf
Four 6&7 Aug	Workshop: Assessment 1
<i>Required Reading</i>	No reading for this week – this is for you to discuss your ideas for assessment one with me and your colleagues.
Five 13&14 Aug	What can we learn from collaboration?
<i>Required Reading</i>	Catrin Parrish 2014 <i>Connectedness and Canterbury</i> (IGPS Working Paper) Available http://igps.victoria.ac.nz/publications/publications/show/358
Six 20&21 Aug	What's the best way to work with external agencies?
<i>Required Reading</i>	J. Alford and J. O'Flynn. 2012 <i>Rethinking Public Service Delivery: Managing with External Providers Chapter 4</i> (Palgrave MacMillan)
Mid-Trimester Break 24 Aug – 6 September	
Seven 10&11 Sep	Workshop: Assessment 2
<i>Required Reading</i>	No reading for this week – this is for you to discuss your ideas for assessment two with me and your colleague

Eight 17&18 Sep	What is public value and how is it created in New Zealand?
<i>Required Reading</i>	J. Alford and J. O’Flynn. 2009. ‘Making Sense of Public Value: Concepts, Critiques and Emergent Meanings’, <i>International Journal of Public Administration</i> , 32 (3): 171-191.
Nine 24&25 Sep	What do performance measures actually measure?
<i>Required Reading</i>	Derek Gill (ed.). 2011. ‘ <i>The Iron Cage Recreated: The Performance Management of State Organisations in New Zealand</i> ’ Part 2 Page 41 - 134 IPS.
Ten 1&2 Oct	Is New Zealand’s reputation for good governance deserved?
<i>Required Reading</i>	R Gregory (2014) ‘Assessing “Good Governance” and Corruption in New Zealand: “Scientific” Measurement, Political Discourse, and Historical Narrative’, <i>Policy Quarterly</i> . 10, 1: 15-25
Eleven 8&9 Oct	Workshop: Exam Revision
<i>Required Reading</i>	No reading for this week – this is our final tutorial to go over revision topics and any burning questions you may have left.

Readings

There is no essential textbook for this course. Readings may change to reflect current articles and recent developments. If anybody is desperate to look at a text book there are some good ones to choose from:

- J. Alford and J. O’Flynn. 2012 *Rethinking Public Service Delivery: Managing with External Providers* (Palgrave MacMillan)
- T. Christensen and P. Laegreid (Eds.). 2010. *The Ashgate Research Companion to New Public Management* (Farnham, Ashgate).
- Tony L Doherty and Terry Horne. 2014. *Managing Public Services - Implementing Changes: A thoughtful approach to the practice of management 2nd ed.* (London: Routledge)
- Ewan Ferlie, Laurence E. Lynn Jr. and Christopher Pollitt. 2007. *The Oxford Handbook of Public Management* (Oxford: OUP)
- Owen Hughes. 2012. *Public Management and Administration 4th ed.* (London: Palgrave Macmillan)

I genuinely don’t think you need to buy one though. All of the *required* readings for both lectures and tutorials are available for download from Blackboard.

All the **required** reading for lectures will be placed onto BlackBoard so that you can easily access it. I will endeavour to put on as much of the **recommended** reading as well, although there is clearly a limit to how much can be uploaded.

The joy of scholarship, however, is in discovering things for yourselves so please use the online resources as much as possible. My personal recommendation is to start with *Business Source Complete (EBSCO)*, which is easily accessible through the library website.

Assessments

The Assessment Handbook will apply to all VUW courses: see <http://www.victoria.ac.nz/documents/policy/staff-policy/assessment-handbook.pdf>.

The assessment for this course comprises:

ASSESSMENT	TYPE	LENGTH	DUE DATE	WEIGHTING
Identifying a management problem	Research outline	1000 words	16 August 2015	20 marks
Analysing a management problem	Essay	2000 words	20 September 2015	30 marks
Examination	Written	Three hours	To be advised	50 marks
Total possible mark				100 marks

TO PASS PUBL 302 YOU MUST ACHIEVE AT LEAST A TOTAL OF 50 PERCENT OVER ALL THE ASSESSMENTS.

If you have difficulties meeting course requirements because of personal problems please see the Course Coordinator as soon as possible (and *before* the due date for submitting an assessment).

Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.

ASSESSMENT TASK 1 – RESEARCH OUTLINE (10 MARKS)

The first assessment is for you to explore and investigate an area of your interest from which you can form a question for assessment 2. You will produce an individually-authored research outline worth 10% of your final grade on **Sunday 16 August 2015 (23:59)**.

The outline should be no more than 1000 words in length and will include:

1. A statement of the question you would like to research in assessment 2
2. An explanation of where your question sits within PUBL 302
3. A list of 5 key readings that you will use as the foundation of your research
4. A brief explanation of why you think it is an interesting question

Outlines should be electronically submitted in MS Word format via Blackboard. PDFs will not be accepted. Marks will be awarded on (1) relevance of the question to the course; (2) relevance of literature to the question; and (3) the feasibility of the question for assessment 2.

You must keep a secure copy of all assessments (i.e. hard copy and e-file). Late essays will be accepted only with a medical certificate (or other appropriate documentation). Essays submitted late for no acceptable reason will be penalised.

ASSESSMENT TASK 2 – ESSAY (40 MARKS)

The second assessment is your analysis of the question identified in assessment one. You will produce an individually-authored essay worth 40% of your final grade is due to be delivered on **Sunday 20 September 2014 (23:59)**.

The essay should be no more than 3000 words in length (excluding references and bibliography) and will include:

1. Introduction (what you are doing and how you are doing it)
2. Context for question (where your question fits into public management practices)
3. Discussion on key readings (where your question fits into public management theories)
4. Analysis (synthesis of 2&3)
5. Conclusion (what does the evidence that you have found say that allows you to answer the question with confidence)

There are no recommendations needed for this essay.

N.B. I don't mind which style of referencing you choose as long as you use it consistently throughout.

ASSESSMENT TASK 3 – EXAMINATION (50 MARKS)

There will be a three hour, closed book examination. Details of the structure and content of the examination will be advised in class in advance of the examination.

The final examination for this course will be scheduled at some time during the period from **Monday 19 October to Saturday 15 November 2015** (inclusive). Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

You should make yourself familiar with the University's rules about cases where illness, bereavement or other exceptional circumstances prevent attendance or impair performance at an examination. Students who would benefit from special facilities at examination time because of medical or other reasons should contact the relevant Faculty Student Administration Office, or a member of the Student Health, Counselling or Disability Services, as soon as possible.

Penalties

Extensions beyond the due dates for assessment tasks will be granted only to those who meet the University's aegrotat rules, i.e. a medical certificate, personal bereavement or personal circumstances beyond your control. If you are encountering difficulties let the Course Coordinator know immediately.

Please note the following:

- requests for extensions must be received before the due date of an assessment
- essays or conference paper not submitted, by the due date or by the date of an agreed extension may have their mark out of 100 reduced by 5 percentage points for each day the essay was late
- essays and conference papers submitted completed, more than 5 days late after the due date or after the date of an extension may not be accepted.

Examinations

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the following period:

Monday 19 October to Saturday 15 November 2015 (inclusive)

If you cannot complete an assessment or sit a test or examination, refer to www.victoria.ac.nz/home/study/exams-and-assessments/aegrotat

Mandatory Course Requirements

There are no mandatory course requirements for PUBL 302

Class Representative

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the course coordinator and the class. The class representative provides a communication channel to liaise with the course coordinator on behalf of students.

Communication of Additional Information

Any additional information about the course will be posted on Blackboard. Please ensure that you check Blackboard on a regular basis for notices.

Student feedback

Student feedback on University courses may be found at www.cad.vuw.ac.nz/feedback/feedback_display.php

Link to general information

For general information about course-related matters, go to <http://www.victoria.ac.nz/vbs/studenthelp/general-course-information>

Note to Students

Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and academic audit. The findings may be used to inform changes aimed at improving the quality of VBS programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.
